Synopsis

On

Role of Customer Engagement and its Antecedents in Formation of Customer Loyalty

for Registration

in

Doctorate of Philosophy

Supervised by:

Dr. Ubba Savita

Associate Professor

Haryana School of Business

Submitted by:

Pinki Rani

Research Scholar

Roll No: 190100090149

HARYANA SCHOOL OF BUSINESS

GURU JAMBHESHWAR UNIVERSITY OF SCIENCE & TECHNOLOGY

HISAR- 125001(HARYANA)

Name of the Scholar –Pinki Rani
Roll No. –190100090149

Name of the Department –Haryana School of Business

Subject –Business Management

Supervisor –Dr. Ubba Savita

I. Topic of Research

Role of Customer Engagement and its Antecedents in Formation of Customer Loyalty

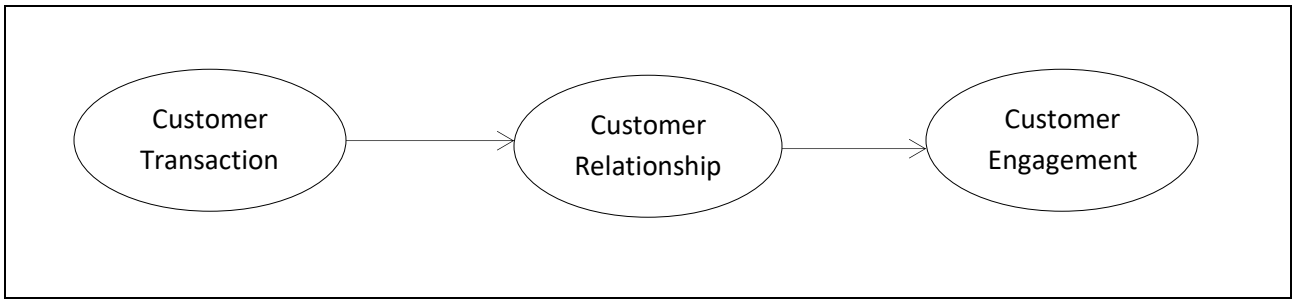
Introduction

Customer engagement is one of the most important emerging concepts in the marketing field, which nowadays remain the focal point of interest for research scholars and marketing practitioners. This interest can be evaluated on the basis of number of business conferences, seminars, and webinars held on this topic (Brodie *et al.*, 2011). Hollebeek (2011) said that the concept of engagement is rooted in psychology and organizational behaviour, however it has recently appeared in marketing literature. In psychology, this concept was seen as work and role engagement (Vivek *et al.*, 2012).

Kahn (1990) first applied engagement as a concept of 'work engagement'. In 1990s researchers found that work and role engagement is a mental state that influences behaviour (Vivek *et al.,* 2012). The term engagement has been used in various ways in different academic fields in the past decade, such as in psychology it has been used as "social engagement", (Achterberg *et al.* 2003), in organizational behaviour as "employee engagement" (Catteeuw *et al.* 2007), in sociology as "civic engagement" (Mondak *et al.,* 2010), in educational psychology as "student engagement" (Fredricks *et al.*, 2004), in political science as "political engagement" (Brodie *et al.*, 2011) and in marketing as "customer engagement" (Kumar, 2013). Vivek *et al.* (2014) found that the concept customer engagement originated in 2006, as a subset of the term 'engagement' and in March 2006, ARF (Advertisement Research Foundation) announced first definition of

customer engagement that "turning on a prospect to a brand idea, enhanced by the surrounding context".

The objectives of the firms have been modified with passage of time and with these objectives, customer engagement emerged as a concept (Pansari and Kumar, 2017). Fig.1 shows that till 1990s, the main purpose of the marketing was 'customer transaction', but this objective gradually changed to 'relationship marketing' and now the purpose of firms is to 'engage' customers in a positive way.



Source: Pansari and Kumar (2016)

Fig. 1: The Evolution of customer engagement

Academic researchers hope that customer engagement will be complementary to the broader theoretical area of relationship marketing and service –dominant logic (Brodie *et al.,* 2011). Recently, customer engagement remains one of the priorities of Marketing Science Institute (MSI) during 2014-2016 (Islam and Rahman, 2016). MSI, found that customer engagement will contribute to development of customer experiences and understanding their engagement with the firm (Bowden, 2009).Gallup (2010), a consulting firm, has divided customer engagement into four parts: fully engaged customers, engaged customers, disengaged customers and actively disengaged customers. Gallup, considered that "fully engaged customers represent 23% premium and actively disengaged customers 13% discount as compared to average customers and this index is based on share-of-wallet, profitability, revenue and relationship growth" (Gallup Consulting, 2010).

Companies constantly try to engage their customers by using different ways (Kumar *et al.*, 2016). Some companies that successfully engage their customers consistently are Dove, American Express, and Coca-Cola. Dove engages its customers by inviting them to participate in the "Real Beauty campaign" and the purpose of these campaigns is to help build the self-esteem

of teenage girls (Vivek *et al.,* 2012). Similarly, American Express donates huge sums of money through its "Member Project" to projects voted by future and existing customers (Vivek *et al.,* 2012). Coca-Cola campaigns aim to engage customers by creating emotional bonds with them (Pansari and Kumar, 2017). In Dubai, Coca-Cola, through its "Hello Happiness campaign" found that customers were buying its products and emotionally engaging with the brand (Pansari and Kumar, 2017). Matos and Rossi (2008) found that highly committed customers are more likely to act as spokespersons of a brand, for example, Kindle owners of Amazon.com's and the iPad or iPhone owners of Apple found that their customers strongly advocate their products. This highlights the significance of engagement in the market place (Pansari and Kumar, 2017).

It has been observed that despite of tremendous growth in the business environment, customer engagement is far behind in the academic investigations (Verhoef *et al.,* 2010). That's why, the conceptual nature, dimensions and measurement of customer engagement remains unclear till date (Sprott *et al.,* 2009; Hollebeek, 2011). But based on previous conceptual and theoretical studies, it is that satisfaction (Pansari and Kumar 2017), trust, commitment (Youssef *et al.* 2018), involvement (Brodie *et al.* 2011), customer perceived value, customer experiences and service quality are the antecedents or drivers of customer engagement .According to the most of the studies, it is found that engaged customers increase loyalty and WOM through their behaviour (Ramaswamy, 2009; Chan *et al*., 2010; Jaakkola and Alexander, 2014).

II. Literature Review

Customer Engagement

Based on previous studies, it was found that for research on customer engagement in marketing, researchers used different sub-forms of engagement such as customer engagement, consumer engagement, customer brand engagement, consumer brand engagement, customer engagement behaviour, consumer engagement behaviour, brand community engagement and engagement (Hollebeek, 2011; Islam and Rahman, 2016). According to the Oxford Dictionary (2014), various significance meanings of the word "engage" were given such as "participate", "involve" and "bind" and in literature, its meaning is taken as "connection", "emotional involvement" and "attachment" (London *et al.,* 2007). Bowden (2009) said that customer engagement is a psychological situation thereby, loyalty can be sustained and formed for the existing and future

customers of a service brand. Kumar *et al.* (2010) described customer engagement as customer interaction and participation. According to Hollebeek (2013) customer engagement is the behaviour that happens between the consumer and product/service or brand. Parihar *et al.* (2019) found that customer engagement can occur before or after consumption. Customer engagement is also defined as affective and cognitive construct (Sprott *et al.*, 2009). Patterson *et al.* (2006) have defined this as the physical, cognitive, and emotional presence level of the customer in their relationships with the service organization. Doorn *et al.* (2010) described customer engagement as a customer behaviour expression that arises from motivational drivers beyond purchase and is a brand or firm focus.

Hollebeek *et al.* (2014) suggested that customer engagement occurred when a customer positively demonstrated cognitive, emotional and behavioural activity related to the brand during the interaction of the focal customer or brand. Most of the research indicates that engaged customers are more loyal to the brand (Hollebeek 2011) and they build a strong connection with the company or brand (Vivek *et al.*, 2012).

Dimensions of customer engagement

To know the nature of customer engagement, it is important to consider the ways in which customer engagement can occur, that is dimension of customer engagement (Doorn *et al.*, 2010). Researchers have identified dimensions of customer engagement in various ways (Pansari and Kumar, 2017). Kumar *et al.* (2010) have presented four dimensions: customer life time value (measured through buying), customer referral value (interaction between customers such as WOM), customer influence value (conversation on social media platform about brands), and customer knowledge value (suggestions and feedback provided by customers).

So *et al.* (2014) defined five dimensions of customer engagement: identification (when customer's self-image and brand image align), enthusiasm (customer's excitement and interest towards the brand), attention (consumer's attitude towards the brand), absorption (a more advanced state of attention), and interaction (it is between two persons of common interest in the object of engagement). Higgins (2006); Brodie *et al.* (2011); Hollebeek (2011); Brodie *et al.* (2013) have identified three dimensions: cognitive (deedful, continuous cognitive processing,

attention, and immersion), emotional (inner bliss, excitement, and passion), and behavioural (participation, involvement, strength, and activity).

Vivek (2009) has identified five dimensions: awareness, enthusiasm, interaction, activity, and extraordinary experience. Further, Vivek *et al.* (2014) explained four dimensions of customer engagement: conscious, attention, enthused participation, and social connection. Hollebeek *et al.* (2014) and Harrigan *et al.* (2018) reveal that there are three dimensions of customer engagement: cognitive processing (cognitive engagement), affection (emotional engagement), and activation (behavioural engagement).

According to Doorn *et al.* (2010) customer engagement is unidimensional construct and they identified only one dimension of customer engagement that is interaction. Most of the studies indicate that it is a multidimensional construct (Youssef *et al.*, 2018).

Antecedents and Consequence of Customer Engagement

Various research scholars and marketing practitioners identified various variables affecting customer engagement. Interestingly, they found that these variables are the antecedents and also the consequences of customer engagement.

Customer Satisfaction

Customer satisfaction is considered as a central determinant in relationship marketing (Hennig-Thurau and Klee, 1997). The main concept of customer satisfaction is based on expectancy-disconfirmation model (Lewin, 1938). The expectancy-disconfirmation model assert that when the perceived performance exceeds the customer's expectations then its emotions become very positive, this allows not only customer satisfaction but customer delight also (Lewin, 1938; Oliver *et al.*,1997). But if the perceived performance is less than customer's expectations, then the customer become dissatisfied (Lewin, 1938) and a dissatisfied customer can end the relationship (Low and Johnston, 2011). Anderson *et al.* (1994) illustrated that customer satisfaction is a psychological judgment based on cumulative experiences with a particular product or service. Different researchers have looked at customer satisfaction from different perspectives. Some researchers have considered satisfaction as a cognitive-based approach that relates to the psychological evaluations of customers and which is the result of a comparison

between customers' expectations and their perceived performance. And other researchers have considered it as an affective-based approach, according to which customers' feelings during consumption and after consumption can affect customer satisfaction (Petzer and Tonder, 2019). Apart from this, it also called transaction based, which relates to the overall evaluation of the service rendered (Westbrook, 1987; Homburget *al.*, 2006; Ekinciet *al.*, 2008; Narteh, 2015).

Based on previous studies, it has been found that satisfaction is a strong predictor (Hapsari and Dean, 2017) and antecedent of customer engagement (Doorn *et al.*, 2010; Pansari and Kumar, 2017; Yousef *et al.*, 2018; Petzer and Tonder, 2019; and Bergel *et al.*, 2019). Petzer and Tonder, (2019) also stated that there is mediating effect of customer engagement on the relationship between satisfaction and loyalty. According to the theory of engagement Pansari and Kumar (2017) said that when a relationship is satisfied (win the mind of customers) and emotional bonding (win the heart of customers), it then moves to the phase of "engagement". Bergel *et al.* (2019) found that satisfied customers are more likely to involve in customer engagement behaviour than dissatisfied customers. Customer engagement focuses on satisfying the customer by providing superior value than competitor and build trust and commitment in long term relationship (Sashi, 2012). Interestingly, Brodie *et al.* (2013) found customer satisfaction is a dependent variable (consequence of customer engagement) and is an outcome of customer engagement. Apart from this it was also found that customer satisfaction also affects customer loyalty. Yuksel *et al.* (2010); Jaiswal and Niraj (2011); Beneke *et al.* (2012); and Petzer and Tonder (2019) reveal that satisfaction significantly and positively influences customer loyalty.

This study considers customer satisfaction as an antecedent of customer engagement and also considers customer engagement as an intermediary between satisfaction and loyalty.

Customer Involvement

Involvement and customer engagement both seem to be the same, but from the conceptual point of view; involvement and customer engagement are different from each other (Harrigan *et al.*, 2017). Zaichkowsky (1985) define customer involvement as "A person's perceived relevance of the object based on inherent needs, values, and interests". According to Laurent and Kaperer (1985), involvement has only two dimensions: cognitive involvement (risk importance and interest) and affective involvement (pleasure and sign). That is, involvement can be cognitive

affective or motivational, but it cannot be behavioural (Zaichkowsky, 1985; Richins & Bloch, 1986; Smith & Godbey, 1991). But customer engagement includes cognitive, affective as well as behavioural dimensions. In this way, involvement can be termed as an important driver of customer engagement (Brodie *et al.*, 2011; Rissanen *et al.*, 2016; Harrigan *et al.*, 2018).

Different researchers identified different types of involvement: situational involvement (Laurent and Kaperer, 1985), enduring involvement (Higie and Feick, 1989), and purchase involvement (Mittal, 1989). According to Bowden (2009), customers who are highly involved in particular brands will invest their thoughts, feelings, and behaviour in their favorite brands. Laurent and Kaperer (1985) define involvement as the individual difference variable that drives customer purchase and communication behaviour. They have identified five dimensions of involvement: risk importance (the perceived importance of wrong product selection), risk probability (the perceived probability of wrong product selection), interest (personal interest in the product category of the customer), sign (it is a symbolic value associated with a product that categorizes the customer's self), and pleasure (it is a hedonic value associated with a product that categorizes its ability to provide enjoyment). Parihar *et al.* (2019) concluded that dimensions of involvement: risk importance and risk probability do not effect customer engagement. Whereas rest of the dimensions of involvement: sign, interest and pleasure positively affect customer engagement. They also stated that there is a mediating effect of customer engagement on the relationship between sign, interest and pleasure dimensions of involvement and loyalty.

Bowden (2009); Vivek *et al.* (2012); Brodie *et al.* (2013); Naumann *et al.* (2017); Yousef *et al.* (2018); Parihar *et al.* (2019) found that involvement is an antecedent and independent variable of customer engagement, that positively affect customer engagement, which further enhance loyalty (Bowden, 2009; Vivek *et al.*, 2012; Parihar *et al.*, 2019). Bowden (2009) and Harrigan *et al.* (2018) concluded that customers, who are highly involved in service relationships, increase the possibility of investing in the brand as cognitive, affective, and behavioural dimensions. In this study customer involvement considers as an antecedent of customer engagement and customer engagement as an intermediary between involvement and loyalty.

Customer Experience

Customer experience is a psychological condolence that manifests as a personal reaction (Lewis and Chambers, 1989). It arises from interactions between a customer and a product or company that stimulates customer feedback (LaSalle and Britton, 2003; Shaw and Ivens, 2002). Pine & Gilmore (1999) said that customer experience is unique (because different customers' experiences are never the same), it can be memorable and durable also over time. Holbrook & Hirschman (1982) define it as the events experienced by a person that occur as a result of interaction and often affects the emotions of customers. Customer experience includes pre and post purchase activities, as well as all activities that may influence customers' decisions and customers' future activities (Caru and Cova, 2003). Caru & Cova (2003) divided customer experience into four phases: pre-consumption, purchase, core consumption and remembered consumption experience.

Most of the studies of customer experience indicate that it is a multidimensional construct (Gentile *et al.,* 2007). But there is no consensus among various researchers and authors about its dimensions. Rose *et al.* (2011) and Rose *et al.* (2012) divided customer experience into two dimensions: cognitive and affective. Schmitt (1999) found that customer experience is personal and unique, which stimulates the dimensions (sense, feel, think, relate and act) of customer experience at different levels to create a rememberable experience. Gentile *et al.* (2007) and Pentina *et al.* (2011) have presented five dimensions of customer experience: sensory, cognitive, emotional, pragmatic and relational. Zhang *et al.* (2014) reveal that there are three dimensions of customer experience: social support, social presence and flow. Nambisan and Watt (2011), Zhang *et al.* (2015)) have identified four dimensions: pragmatic experience, hedonic experience, sociability experience and usability experience. Triantafillidou and Siomkos (2013) conceptualized the experience as a comprehensive approach and state its seven dimensions: hedonism, flow, communitas, learning, escapism, challenge and socialization. According to Zhang *et al.* (2017) and Junaid *et al.* (2019), consumption experience is the antecedent of customer engagement. Junaid *et al.* (2019) reveal that these dimensions of consumption experiences: challenge, flow, hedonic pleasure, escapism, and learning are the vital drivers of brand love. However, they found that there is negligible relationship between other dimensions of consumption experiences: socialization and communitas and brand love. They said that brand

love acts as a mediator between five dimensions of customer experiences (challenge, flow, hedonic pleasure, escapism, and learning) and customer engagement. Most of the studies of customer experience indicate that it is a multidimensional construct. In the present study, customer experiences considered as an antecedent of customer engagement and customer engagement as an intermediary between customer experience and loyalty.

Loyalty

Oliver (1999) defined loyalty as the constancy of customer to buy the same product or service over and over again. Customer loyalty for the firms is the outcome of relationship marketing practices (Ndubisi, 2007). Kandampully and Suhartanto, (2000); Chiou *et al.* (2002); Sondon *et al.* (2007) stated that loyalty is related to the intentions of customer's re-buy and recommendations. Two dimensions of loyalty have been found as: a) attitudinal loyalty and b) behavioural loyalty. Petzer and Tonder (2019) said that attitudinal loyalty is rooted in the feeling of a customer towards a product or service and strong intention. Whereas Kharouf *et al.*, 2014 said that attitudinal loyalty is measured through psychological connection or attachment and recommendations or advocacy. Behavioural loyalty is measured through re-buy, share of wallet, purchase quantity, purchase frequency (Sirdeshmukh *et al.,* 2002; Romaniuk and Nenycz-Thiel, 2013), word of mouth, and customer retention (Hallowell, 1996; Liu and Wu, 2007). It was found that attitudinal dimension of loyalty was used in the most studies to measure loyalty (Kandampully and Suhartanto, 2000; Chiou *et al.,* 2002; Sondon *et al.,* 2007; Petzer and Tonder, 2019).

Conceptual and theoretical work on customer engagement shows that loyalty is the consequence of customer engagement (Bowden, 2009; Vivek *et al.,* 2012; Brodie *et al.,* 2013; Kosiba *et al.,* 2018; Rather *et al.,* 2018; Petzer *et al.,* 2019; Parihar *et al.,* 2019; Bergel *et al.,* 2019). They concluded that engaged customers create strong positive loyalty intentions. Parihar *et al.* (2019) believe that customer engagement can be a situation before or after consumption, but loyalty is always a post consumption situation, where the customer has purchased the product or service at least once. This study considers loyalty as a consequence of customer engagement and customer engagement as an intermediary between satisfaction, involvement, consumption experience and loyalty.

Table 1. Operational Definitions of Variables

Variables	Operational definition	Source
Customer Satisfaction	Customer satisfaction is a psychological judgment based on cumulative experiences with a particular product or service.	Anderson *et al.* (1994)
Customer Involvement	Customer involvement is "a person's perceived relevance of the object based on inherent needs, values, and interests".	Zaichkowsky (1985)
Customer Experience	Customer experience is a psychological condolence that manifests as a personal reaction that arises from interactions between a customer and a product or company that stimulates customer feedback.	(Lewis and Chambers, (1989); Shaw and Ivens, 2002; LaSalle and Britton, 2003)
Customer engagement	Customer engagement occurs when a customer positively demonstrated cognitive, emotional and behavioural activity related to the brand during the interaction of the focal customer or brand.	Hollebeek *et al.* (2014)
Loyalty	Loyalty is the constancy of customer to buy the same product or service over and over again.	Oliver (1999)

Source: Review of Literature

Research Gap

Despite of tremendous growth in the business environment, customer engagement is far behind in the academic investigations. That's why, the conceptual nature, dimensions and measurement of customer engagement remains unclear till date. So, there is a need for such types of researches for a better understanding of the conceptualization and measurement of customer engagement.

The existing literature related to customer engagement focus on relationship between customer engagement and relevant factors related to consumers, such as satisfaction, involvement, customer experience, trust, commitment, service quality, perceived value, participation. It was found that different researchers studied these variables separately. No studies have been found in which satisfaction, involvement, customer experience, customer engagement, and loyalty are taken together in a comprehensive manner. Hence there is a need to study these variables together.

It was found that few studies have been conducted on customer engagement in India. It has been observed that most of studies related to customer engagement have been done in

developed countries and in Indian context it is very less in number. Hence, to address these gaps in literature, the purpose of this study to investigate the relationship between customer satisfaction, customer involvement, customer experience and customer engagement and impact of customer engagement on customer loyalty in Indian context.

III. Rationale of the Study

In today's world, the issue of customer engagement has become a challenge for marketers. Customer engagement refers to emotional attachment that occurs through excitement about the brand. Gallup (2014) research has shown that fully engaged customers are more loyal and profitable than average customers in good or bad economic times and represent 23% more revenue. Gallup (2014) studied this concept in various industries and found that customers who are fully engaged represent 37% more revenue in retail banking industry, 44% more visits in consumer electronic industry, 56% and 28% more visits in casual dining and fast food restaurant, 46% more spending in the hospitality, and buying 22% more insurance in insurance industry. Engagement is becoming increasingly important in today's business world as it can provide valuable and sustainable competitive advantage to a brand or company. The proposed study is designed to know the factors that play a significant role in enhancing customer engagement in the Indian context.

Customer engagement in India is still in a nascent stage. Now, enhancing customer engagement has become a core area for all companies. It is a profitable strategy for every business. The benefits of engaging customers are well understood because it is related to developing a rational and emotional relationship with customers, which leads to a strong attachment of customers to the brand and they also recommend that brand to other customers and remain loyal to the brand. Indian companies that engage their customers more, earn more sustainable competitive advantage. Keeping these importance of customer engagement in mind for Indian companies, the purpose of this study is to understand relationship between satisfaction, involvement, customer experience and customer engagement and further to investigate the relationship between customer engagement and customer loyalty. And this study will investigate the mediating effect of customer engagement between the antecedents and consequence of customer engagement.

IV. Objectives of the Study

The following objectives are framed to carry out the proposed study:

1. To study the influence of customer satisfaction, customer involvement, and customer experience on customer engagement;
2. To study the influence of customer engagement on customer loyalty;
3. To study the mediating effect of customer engagement on the relationships between customer satisfaction, customer involvement, customer experience and customer loyalty.

V. Hypotheses of the study

The following alternative hypotheses are framed according to the objectives of the study:

H_1: Customer satisfaction is positively related to customer engagement.

H_2: Customer involvement is positively related to customer engagement.

H_3: Customer experience is positively related to customer engagement.

H_4: Customer engagement is positively related to customer loyalty.

H_5: Customer engagement mediates the relationship between customer satisfaction, customer involvement, and customer experience and customer loyalty.

VI. Research Methodology

a) Research Design:

The design of the proposed research work would be exploratory cum descriptive in nature. The study will focus on the relationship between satisfaction, involvement, customer experience, customer engagement, and loyalty.

b) Type of Data:

Primary data would be collected in order to achieve the objectives mentioned in the study. In accordance to the objectives of the study, the study would be customer focused and sample would be drawn from the customers.

c) Sampling Plan:

i. **Sample Unit:** The customers having an age of at least 18 years and educational qualification of graduation would be included in the study.

ii. **Sample Size:** The sample size would consist of 800 respondents.

iii. **Sample Area:** The sample would be drawn from the state of Haryana and Rajasthan.

iv. **Sampling Technique:** Non-probability sampling technique using judgmental cum convenient sampling would be used to select the respondents. All the sample units would be contacted personally by the researcher.

v. **Research Instrument:** A structured questionnaire would be prepared to collect the data. The questionnaire would comprise of two sections as described below:

SECTION A would include demographics of consumers listing details such as gender, age, occupation, educational level etc. Moreover, certain warm up questions related to customer engagement would be asked from the respondents.

SECTION B would include the statements related to customer satisfaction, customer involvement, customer experience, customer engagement and customer loyalty. The statements would be adapted from different research studies mentioned in the Table 2. Moreover, statements from the other studies would also be taken up as per the requirements of the study.

The responses of questions would be measured using a five-point Likert scale. A pilot study would be conducted before finalizing the questionnaire and item analysis would be done to retain the constructs of questionnaire.

Table 2. Sources of Variables Measurement

Variables	**Sources**
Customer satisfaction	Hellier *et al.* (2003)
Customer involvement	Kapferer and Laurent (1993)
Customer experience	Triantafillidou and Siomkos (2013)
Customer engagement	Hollebeek *et al.* (2014)
Customer loyalty	Rather *et al.* (2017)

Source: Review of Literature

vi. **Research Tools:** Descriptive statistical tools such as mean, frequency distribution and advance tools like correlation, regression, CFA, SEM would be used to demonstrate the direction and degree of relationship between the individual variables. Moreover, other tests, if found appropriate, would also be used for the analysis of the data in due course of the research.

VII. Chapter Scheme

Chapter 1: Introduction

This chapter would provide introduction to the study, outlining the concept and present trend in customer engagement.

Chapter 2: Review of Literature

This chapter would review the existing literature related to customer engagement. It would assess relationships of satisfaction, involvement, and customer experience with customer engagement and relationship of customer engagement with loyalty. It would mention the research gap existing in the available literature on the basis of which objectives are framed.

Chapter 3: Research Methodology

Third chapter would highlight the importance and objectives of the study. It would describe the detailed research methodology including the research design, research instrument and tools, construction of structured questionnaire, sample design, survey method and statistical tests used to analyze the data.

Chapter 4: Data Analysis and Interpretation

Fourth chapter would include analysis of data and interpretation of the results. It would highlight the major issues in the relationship between satisfaction, involvement, customer experience, customer engagement and loyalty.

Chapter 5: Findings and Conclusion

The final chapter would conclude the findings of the study. It would include discussions based on the findings and previous researches. Limitations of the study and future research directions would be presented in this chapter.

References:

Anderson, E. W. (1994). Cross-category variation in customer satisfaction and retention. *Marketing Letters, 5*(1), 19-30.

Achterberg, W., Pot, A. M., Kerkstra, A., Ooms, M., Muller, M., & Ribbe, M. (2003). The effect of depression on social engagement in newly admitted Dutch nursing home residents. *The Gerontologist, 43*(2), 213-218.

Bowden, J. L. H. (2009). The process of customer engagement: A conceptual framework, *Journal of Marketing Theory and Practice,* 17(1), 63-74.

Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research, 14*(3), 252-271.

Beneke, J., Hayworth, C., Hobson, R., & Mia, Z. (2012). Examining the effect of retail service quality dimensions on customer satisfaction and loyalty: The case of the supermarket shopper. *Acta Commercii, 12*(1), 27-43.

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research, 66*(1), 105-114.

Bansal, R. (2017). *Impact of customer engagement strategies on customer loyalty and retention in telecom sector* (Doctoral theses). Available from Shodhganga: a reservoir of the Indian these @ INFLIBNET (URI: http://hdl.handle.net/10603/208311).

Bergel, M., Frank, P., & Brock, C. (2019). The role of customer engagement facets on the formation of attitude, loyalty and price perception. *Journal of Services Marketing*, 33(7), 890-903.

Chiou, J. S., Droge, C., & Hanvanich, S. (2002). Does customer knowledge affect how loyalty is formed?. *Journal of Service Research*, *5*(2), 113-124.

Carù, A., & Cova, B. (2003). Revisiting consumption experience: A more humble but complete view of the concept. *Marketing theory*, *3*(2), 267-286.

Catteeuw, F., Flynn, E., & Vonderhorst, J. (2007). Employee engagement: Boosting productivity in turbulent times. *Organization Development Journal*, *25*(2), 151-156.

Chan, K. W., Yim, C. K., & Lam, S. S. (2010). Is customer participation in value creation a double-edged sword? Evidence from professional financial services across cultures. *Journal of Marketing*, *74*(3), 48-64.

De Matos, C. A., & Rossi, C. A. V. (2008). Word-of-mouth communications in marketing: a meta-analytic review of the antecedents and moderators. *Journal of the Academy of Marketing Science*, *36*(4), 578-596.

Dwivedi, A. (2015). A higher-order model of consumer brand engagement and its impact on loyalty intentions. *Journal of Retailing and Consumer Services*, *24*, 100-109.

Ekinci, Y., Dawes, P. L., & Massey, G. R. (2008). An extended model of the antecedents and consequences of consumer satisfaction for hospitality services. *European Journal of Marketing*, 42 (1/2), 35-68.

Fredricks, J. A., Blumenfeld, P. C., & Paris, A. H. (2004). School engagement: Potential of the concept, state of the evidence. *Review of Educational Research*, *74*(1), 59-109.

Gentile, C., Spiller, N., & Noci, G. (2007). How to sustain the customer experience:: An overview of experience components that co-create value with the customer. *European Management Journal*, *25*(5), 395-410.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. *Journal of Consumer Research*, *9*(2), 132-140.

Higie, R. A., & Feick, L. F. (1989). Enduring involvement: Conceptual and measurement issues. *ACR North American Advances*, 16, 690-696.

Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study. *International journal of service industry management*, 7. (4), 27-42.

Hennig-Thurau, T., & Klee, A. (1997). The impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development. *Psychology & Marketing*, *14*(8), 737-764.

Higgins, E. T. (2006). Value from hedonic experience and engagement. *Psychological Review*, *113*(3), 439-460.

Homburg, C., Koschate, N., & Hoyer, W. D. (2006). The role of cognition and affect in the formation of customer satisfaction: a dynamic perspective. *Journal of Marketing*, *70*(3), 21-31.

Hollebeek, L. (2011). Exploring customer brand engagement: definition and themes. *Journal of Strategic Marketing*, *19*(7), 555-573.

Hollebeek, L. D. (2013). The customer engagement/value interface: An exploratory investigation. *Australasian Marketing Journal (AMJ)*, *21*(1), 17-24.

Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing*, *28*(2), 149-165.

Hapsari, R., Clemes, M. D., & Dean, D. (2017). The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty. *International Journal of Quality and Service Sciences*, 9 (1), 21-40.

Harrigan, P., Evers, U., Miles, M., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, *59*, 597-609.

Harrigan, P., Evers, U., Miles, M. P., & Daly, T. (2018). Customer engagement and the relationship between involvement, engagement, self-brand connection and brand usage intent. *Journal of Business Research*, *88*, 388-396.

Islam, J. U., & Rahman, Z. (2016). The transpiring journey of customer engagement research in marketing. *Management Decision*, 54(8), 2008-2034.

Jaiswal, A. K., & Niraj, R. (2011). Examining mediating role of attitudinal loyalty and nonlinear effects in satisfaction-behavioral intentions relationship. *Journal of Services Marketing*, 25(3), 165-175.

Jaakkola, E., & Alexander, M. (2014). The role of customer engagement behavior in value co-creation: a service system perspective. *Journal of Service Research*, *17*(3), 247-261.

Junaid, M., Hou, F., Hussain, K., & Kirmani, A. A. (2019). Brand love: the emotional bridge between experience and engagement, generation-M perspective. *Journal of Product & Brand Management*, 28(2), 200-215.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692-724.

Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: the role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, 12(6), 346-351.

Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or overvalued customers: capturing total customer engagement value. *Journal of Service Research*, *13*(3), 297-310.

Kumar, V. (2013). *Profitable customer engagement: Concept, metrics and strategies*. SAGE Publications India.

Kharouf, H., Lund, D. J., & Sekhon, H. (2014). Building trust by signaling trustworthiness in service retail. *Journal of Services Marketing*, 28(5) 361–373.

Kosiba, J. P. B., Boateng, H., Amartey, A. F. O., Boakye, R. O., & Hinson, R. (2018). Examining customer engagement and brand loyalty in retail banking. *International Journal of Retail & Distribution Management*.

Lewin, K. (1938). The conceptual representation and the measurement of psychological forces, 1(4), 247.

Laurent, G., & Kapferer, J. N. (1985). Measuring consumer involvement profiles. *Journal of Marketing Research*, *22*(1), 41-53.

Lewis, R. C., & Chambers, R. E. (1989). Marketing leadership in hospitality. *Foundations and Practices*. Van Nostrand Reinhold.

LaSalle, D., & Britton, T. A. (2003). Priceless. *Turning ordinary products into extraordinary experience, Harvard Business School Press, Boston, Massachusetts*.

Liu, T. C., & Wu, L. W. (2007). Customer retention and cross-buying in the banking industry: An integration of service attributes, satisfaction and trust. *Journal of Financial Services Marketing*, *12*(2), 132-145.

London, B., Downey, G., & Mace, S. (2007), Psychological theories of educational engagement: A multi-method approach to studying individual engagement and institutional change, *Vand. L. Rev.*, 60 (2), 455-481.

Mittal, B., & Lee, M. S. (1989). A causal model of consumer involvement. *Journal of Economic Psychology*, *10*(3), 363-389.

Mondak, J. J., Hibbing, M. V., Canache, D., Seligson, M. A., & Anderson, M. R. (2010). Personality and civic engagement: An integrative framework for the study of trait effects on political behavior. *American Political Science Review*, 104(1),85-110.

Ndubisi, N. O. (2007). Relationship marketing and customer loyalty. *Marketing Intelligence & Planning*, 25(1), 98-106.

Nambisan, P., & Watt, J. H. (2011). Managing customer experiences in online product communities. *Journal of Business Research*, *64*(8), 889-895.

Narteh, B. (2015). Perceived service quality and satisfaction of self-service technology. *International Journal of Quality & Reliability Management*, 32(4), 361-380.

Naumann, K., Bowden, J., & Gabbott, M. (2017). A multi-valenced perspective on consumer engagement within a social service. *Journal of Marketing Theory and Practice*, *25*(2), 171-188.

Naumann, K., Bowden, J., & Gabbott, M. (2020). Expanding customer engagement: the role of negative engagement, dual valences and contexts. *European Journal of Marketing*.

Oliver, C. (1997). Sustainable competitive advantage: combining institutional and resource-based views. *Strategic Management Journal*, *18*(9), 697-713.

Oliver, R. L. (1999). Whence consumer loyalty?. *Journal of Marketing*, *63*(4_suppl1), 33-44.

Oxford English Dictionary. 2014. "Engage." Oxford: Oxford University Press

Pine, B. J., & Gilmore, J. H. (1999). The experience economy. Boston: Harvard Business School.

Patterson, P., Yu, T., & De Ruyter, K. (2006, December). Understanding customer engagement in services. *In Advancing Theory, Maintaining Relevance, Proceedings of ANZMAC 2006 Conference, Brisbane* (pp. 4-6).

Pentina, I., Amialchuk, A., & Taylor, D. G. (2011). Exploring effects of online shopping experiences on browser satisfaction and e-tail performance. *International Journal of Retail & Distribution Management*, 39(10), 742-758.

Pansari, A., & Kumar, V. (2017). Customer engagement: the construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, *45*(3), 294-311.

Parihar, P., Dawra, J., & Sahay, V. (2019). The role of customer engagement in the involvement-loyalty link. *Marketing Intelligence & Planning*, 37(1), 66-79.

Petzer, D. J., & Van Tonder, E. (2019). Loyalty intentions and selected relationship quality constructs. *International Journal of Quality & Reliability Management*, 36(4), 601-619.

Richins, M. L., & Bloch, P. H. (1986). After the new wears off: The temporal context of product involvement. *Journal of Consumer research*, *13*(2), 280-285.

Ramaswamy, V. (2009). Leading the transformation to co-creation of value. *Strategy & Leadership*, 37(2), 32-37.

Rose, S., Hair, N., & Clark, M. (2011). Online customer experience: A review of the business-to-consumer online purchase context. *International Journal of Management Reviews*, *13*(1), 24-39.

Rose, S., Clark, M., Samouel, P., & Hair, N. (2012). Online customer experience in e-retailing: an empirical model of antecedents and outcomes. *Journal of Retailing*, *88*(2), 308-322.

Romaniuk, J., & Nenycz-Thiel, M. (2013). Behavioral brand loyalty and consumer brand associations. *Journal of Business Research*, *66*(1), 67-72.

Rissanen, H., & Luoma-Aho, V. (2016). (Un) willing to engage? First look at the engagement types of millennials. *Corporate Communications: An International Journal*, 21(4), 1-33.

Rather, R. A., Tehseen, S., & Parrey, S. H. (2018). Promoting customer brand engagement and brand loyalty through customer brand identification and value congruity. *Spanish Journal of Marketing-ESIC*, 22(3), 321-339.

Smith, S. L., & Godbey, G. C. (1991). Leisure, recreation and tourism. *Annals of Tourism Research*, *18*(1), 85-100.

Schmitt, B. H. (1999). Experiential marketing: How to get companies to sense, feel, think, act, and relate to your company and brands.

Shaw, C., & Ivens, J. (2002). *Building great customer experiences* (Vol. 241). London: Palgrave.

Sirdeshmukh, D., Singh, J., & Sabol, B. (2002). Consumer trust, value, and loyalty in relational exchanges. *Journal of Marketing*, *66*(1), 15-37.

Sondoh, S. L., Omar, M. W., Wahid, N. A., Ismail, I., & Harun, A. (2007). The effect of brand image on overall satisfaction and loyalty intention in the context of color cosmetic. *Asian Academy of Management Journal*, *12*(1), 83-107.

Sprott, D., Czellar, S., & Spangenberg, E. (2009). The importance of a general measure of brand engagement on market behavior: Development and validation of a scale. *Journal of Marketing Research*, *46*(1), 92-104.

Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, 50(2), 253-272.

So, K. K. F., King, C., & Sparks, B. (2014). Customer engagement with tourism brands: Scale development and validation. *Journal of Hospitality & Tourism Research*, *38*(3), 304-329.

Triantafillidou, A., & Siomkos, G. (2013). Summer camping: An extraordinary, nostalgic, and interpersonal experience. *Journal of Vacation Marketing*, *19*(3), 197-208.

Vivek, S. D. (2009). A scale of consumer engagement (Doctoral dissertation). *The University of Alabama*.

Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, *13*(3), 253-266.

Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer engagement as a new perspective in customer management. *Journal of Service Research*, *13*(3), 247-252.

Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, *20*(2), 122-146.

Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, *22*(4), 401-420.

Yuksel, A., Yuksel, F., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, *31*(2), 274-284.

Youssef, Y. M. A., Johnston, W. J., AbdelHamid, T. A., Dakrory, M. I., & Seddick, M. G. S. (2018). A customer engagement framework for a B2B context. *Journal of Business & Industrial Marketing*, 33(1), 145-152.

Zaichkowsky, J. L. (1985). Measuring the involvement construct. *Journal of Consumer Research*, *12*(3), 341-352.

Zhang, H., Lu, Y., Gupta, S., & Zhao, L. (2014). What motivates customers to participate in social commerce? The impact of technological environments and virtual customer experiences. *Information & Management*, *51*(8), 1017-1030.

Zhang, H., Lu, Y., Wang, B., & Wu, S. (2015). The impacts of technological environments and co-creation experiences on customer participation. *Information & Management*, *52*(4), 468-482.

Zhang, M., Guo, L., Hu, M., & Liu, W. (2017). Influence of customer engagement with company social networks on stickiness: Mediating effect of customer value creation. *International Journal of Information Management*, *37*(3), 229-240.

Websites:

Gallup Consulting (2010), "Customer engagement: the customer side of the Human Sigma equation", available at: http://eu.gallup.com/Consulting/118180/Customer-Engagement.aspx (accessed 9 March 2011).

https://en.wikipedia.org/wiki/Customer_engagement

https://news.gallup.com/businessjournal/172637/why-customer-engagement-matters.aspx

Signature of Supervisor Signature of Research Scholar

(Dr. Ubba Savita) (Pinki Rani)

Signature of Director, Haryana School of Business.

GJUS&T, Hisar (Haryana)